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Director of Training

Assistant Director for Research and Reports

5 JAN 1951

Orientation and Indoctrination Program

REFERENCE: Confidential Memorandum from Director of Training to all Assistant Directors and Staff Chiefs, subject as above, dated 11 December 1950

1. In response to reference memorandum, a draft of the proposed presentation for the Office of Research and Reports is submitted herewith as Appendix A. It is emphasized that in view of the reorganization now in process in this Office, Appendices A and B are necessarily tentative. Should changes prove necessary, they will be submitted as promptly as possible.

2. An estimated twenty-five minutes will be required for this presentation.

3. It is requested that three charts be made for use in the presentation. Appendix B provides specifications for these charts. Visual aids personnel may obtain any further production details from [redacted] extension 2441. Unless otherwise advised, it is assumed that a chart of the CIA organization down to and including the Assistant Director level will be available in addition to the charts requested in Appendix B.

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4. Appendix A has been prepared under the assumption that top secret matter is not to be discussed. Chart dimensions specified in Appendix B are the previously used convenient size of 30" x 40" on the assumption that no more than approximately fifty persons will be addressed at a time, as may be true when only new employees are to be oriented. For larger groups, slides or Balopticon projection or larger charts would be required. Since the group size presumably will be controlled by the Director of Training, chart sizes in Appendix B have been designated 30" x 40" unless otherwise ordered by the Director of Training, CIA".

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Attachments
Appendices A and B

Distribution:
Addressee - Original & 1
AD/RR - 2
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ORIENTATION TALK

THE OFFICE OF RESEARCH AND REPORTS

Like Gaul, we may divide our discussion of the Office of Research and Reports (which for brevity we call O/RR) into three parts:

First: the basic job, together with specific tasks assigned as part of that job

Second: the organization through which the Office of Research and Reports does its job

Third: our relationships with other offices, both within and outside the Central Intelligence Agency.

The first, our basic job — which we term our mission — is spelled out here (point to chart #1). Since this mission is assigned by the Director of Central Intelligence and constitutes in effect the charter under which my Office operates, let me state it to you verbatim: (Read from chart #1)

> "The Assistant Director for Research and Reports is charged with conducting intelligence research and producing intelligence reports (excluding scientific intelligence) under approved Agency intelligence production plans."

To keep this basic mission in mind we may think of it as a two-pronged fork. (Refer to chart #1 fork, as appropriate from this point.) The handle of the fork, coming down to my Office from the Director, carries the requirement that the operations of the Office shall be within the framework of approved Agency intelligence production plans. Through this control feature the mission branches into two major jobs. The first is intelligence research; the second, intelligence reports. These two — research, reports — constitute in effect a capsule summary of the operations of the Office of Research and Reports. At this point let me clarify terms that will permeate our entire discussion. Research, to us, means about what it does to the layman — digging out facts and figures, selecting and putting them together in a logical fashion to answer whatever problem we are exploring. Reports, however, have a particular meaning to the Office of Research and Reports. Perhaps the best clue to what we mean by reports — as distinct, for example, from national intelligence estimates made by the Central Intelligence Agency's Office of National Estimates — lies in the titles of typical estimates and reports. For example: a National Intelligence Estimate of December 1950 is titled, "Indochina: Current Situation and Probable Developments". In contrast, here are some titles of recent reports that the Office of Research and Reports produces: "Importance

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to the United States of Latin America Civil Air Transport"; "Estimate of the Sufficiency of Soviet Rail Transport"; "Relative Resources of Eastern and Western Labor Blocs". In a very real sense, then, reports may present conditions and factors vital to the production of top-level estimates.

To provide further guidance and clarification of the authority and responsibility of my Office, the Director has spelled out particular tasks deemed essential if the Office of Research and Reports is to accomplish properly its assigned mission. These tasks, which we call functions, are briefed for you here. (Point to chart #2.) Let me show you, now, how these functions put flesh on the skeleton that we call our mission.

(As appropriate, point to chart #2 during this discussion of functions.)

The first two functions give us a logical spelling-out of the mission: making up and recommending programs for intelligence research, and then conducting that intelligence research and producing intelligence reports in specified fields of common concern. Currently these fields of common concern are specified as four:

First: Economy of the Soviet Orbit

Second: World-wide Transportation

Third: World-wide Communications

Fourth: World-wide Strategic Commodities

The third function requires that the Office of Research and Reports coordinate and provide allocation of work in the National Intelligence Surveys program. This program, long under my Office, is a multiple-agency effort: State, Army, Navy, and Air all contribute heavily. The program is resulting in the production of volumes of basic intelligence in virtually every field of interest. These volumes constitute a kind of master reference of intelligence data of essentially permanent nature. This NIS program is a long-term effort that will extend through years to come.

Another function long in my Office is this fourth — the production and coordination of foreign geographic and map intelligence. The scale of effort here may be seen from these work figures for the month of November 1950:

(1) Received from overseas over 4,000 maps, 62% being furnished to non-CIA agencies

(2) Forwarded to foreign agencies in fulfillment of United States commitments some 2,300 maps and 500 reference volumes

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(3) Filled requests of various governmental agencies by distributing some 11,000 maps sheets involving 3,500 titles

(4) Produced 37 new maps and six technical map studies.

The fifth function fills an obvious need, since in the process of intelligence research and reports my Office will need much intelligence information that can be gotten only from other agencies or by collection action by other Central Intelligence Agency components.

Our next function -- evaluation of reports received from the various collection agencies -- permits us to give those agencies guidance calculated to improve their performance and hence, to improve over-all national intelligence production.

The presentation and briefing function is another of long standing in my Office. It requires that we coordinate, centralize and arrange for the briefing

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25X1X4

The next function -- interagency coordination of intelligence report production -- is an effort to insure that all agencies concerned contribute jointly to a given project of common concern in intelligence reports. It should insure a single, better end-product to help our Government's policy-making and top estimative personnel.

This final function scarcely needs comment -- whenever other needs arise that our Office can and should meet we shall, of course, undertake them.

So much, then, for the first of our three-part discussion: the basic job or mission of the Office of Research and Reports and its assigned functions implementing that mission.

Let's examine now the organization through which the Office of Research and Reports operates in discharging its mission and functions. (Point to chart #3 as appropriate through this discussion of organization.)

Heading the Office of Research and Reports, the Assistant Director has two deputies. Each of these deputies controls and operates in a separate field -- one in administration such as is common to any and all offices; the other in the functional job, that of production of our major end-products -- intelligence reports. Thus, in effect, two lines of command-action run to each of the six divisions into which the Office of Research and Reports is organized. Where the nature of things permit clear-cut division -- as is

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true with administration and a functional production job — this arrangement proves highly useful, puts specialists in specialized jobs and holds to a minimum the number of component chiefs with whom the Assistant Director must deal directly.

As to the six-division organization, it is apparent at once that it's a functional breakdown and further that so far as possible a specific function is assigned exclusively to one office. We have two examples of this latter category: the Basic Intelligence Division — which handles completely our Office's work on the National Intelligence Surveys; and the Geographic Division which fulfills exclusively our Office's function of production and coordination of foreign geographic and map intelligence.

The other four divisions — the Materials, Manufactures, Economic Services and Economic Analysis Divisions — in effect comprise a bloc which produces, through joint effort, the research and production of intelligence reports for our primarily economic responsibilities. These, you'll recall, are the Soviet Orbit economy and — on a world-wide basis — transportation, communications, and strategic commodities.

The Materials Division is broken into such components as Metals, Fuels, Agriculture, Chemicals. The Manufactures Division contains such components as Military Equipment, Transportation Equipment, Shipbuilding, Electronics Equipment. Typical components of the Economic Services Division are Transportation, Trade and Finance, and Foreign Economic Programs. The Economic Analysis Division includes such components as Economic Capabilities, Economic Vulnerabilities, Economic Warfare. Thus, depending on its nature, a given project in our economic fields of responsibility may be worked up in just one of these four offices or may be a joint effort of two or more of them. In the latter event, one is designated primary responsibility and the whole is coordinated by the Production Control Staff — which also takes final editorial action and responsibility.

To recapitulate, then, the Office is organized into these six main divisions with two command linkages to each — one administrative, the other production. Each of these two control systems is headed by a deputy with immediate responsibility to the Assistant Director who is thus given the maximum practicable freedom from detail and to cope with policy, planning and over-all supervision and control.

As the third and final part of our discussion, let us consider the relationships of the Office of Research and Reports with other offices, both in and outside the Central Intelligence Agency.

Most of these relationships have been stated or implied in the discussion of functions, but considering them now in more detail will make for a better understanding of the Office of Research and Reports.

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First, then, relati nships within the Central Intelligence Agency. The intelligence reports, constituting a major end-product of my Office, are, of course, distributed to the various Central Intelligence Agency offices — as well as to appropriate outside agencies. These reports present in highly compressed form the results of enormous research and evaluative effort. Those in the Central Intelligence Agency who produce national estimates and current day-to-day intelligence will at various times find basic support and guidance in these reports. In short, the Office of Research and Reports, through these reports, contributes within the Central Intelligence Agency — and outside as well — to the production of effective national intelligence. Similarly, the map and geographic information supplied by the Office of Research and Reports aids other offices of the Central Intelligence Agency — as well as outside agencies. Still within the Central Intelligence Agency the requirements of my Office for intelligence information are transmitted to the Office of Collection and Dissemination (point to the Office of Collection and Dissemination on chart of the Central Intelligence Agency organization) for action and as practical are supplied in due time to the Office of Research and Reports. Our research personnel, as you would expect, make great use of the facilities of the Office of Collection and Dissemination — its Library, the Biographic and Industrial Registers, Liaison Division and the others. The Office of Research and Reports is a customer of the various Central Intelligence Agency collection offices in that it receives numerous reports from them and in turn, as already pointed out, it serves those offices by evaluating their reports. Finally, in implementing the presentation and briefing function, the Office of Research and Reports insures that interested offices of the Central Intelligence Agency are represented at the briefings and debriefings. So much for relationships within the Central Intelligence Agency.

Now outside the Central Intelligence Agency, in addition to the relationships just noted incident to dissemination of our intelligence reports and map services, the Office of Research and Reports serves and is served by various agencies — the latter principally through the many reports reaching the Central Intelligence Agency from State, Army, Navy and Air — but including others: for example, the Economic Cooperation Administration.

In coordinating the production of intelligence reports in fields of common concern, the Office of Research and Reports must maintain close and continuing relations with various outside agencies. This may include State, the Defense Department, Commerce, Labor, Economic Cooperation Administration and others depending on the particular subject under attack.

In coordinating the NIS program a representative of my Office chairs the inter-agency NIS committee and extremely close working relationships are maintained with State, Army, Navy and Air.

Relationships both in and out of the Central Intelligence Agency must of course change with changing circumstances, but the foregoing is briefly our picture of today.

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To sum up our whole picture, then, the Office of Research and Reports has two basic jobs: intelligence research and production of intelligence reports — both within the framework of approved Agency intelligence production plans. Our assigned field of work now embraces the Soviet orbit economy and — on a world-wide basis — transportation, communications and strategic commodities. In addition, the Office performs allied functions which, as circumstances require, the Director may add to or eliminate. Currently these functions include the WIS program, geographic and map intelligence, briefing and debriefing and evaluation of reports made by collection agencies. You have seen that the Office of Research and Reports, to carry out its mission, is organized into six major divisions along functional lines tailored directly to the assigned responsibilities — primarily economic, but including as well the WIS and geographic and map responsibilities. You have seen that this Office does not and cannot operate in a vacuum but rather maintains close working relationships with other offices, both in the Central Intelligence Agency and outside.

These facts, I believe, will clarify our part in the Central Intelligence Agency mosaic. I hope their understanding will lend also to a rewarding and successful Central Intelligence Agency career for each of you.

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APPENDIX B

Chart sizes should be 30" x 40" unless otherwise specified by the Director of Training, CIA.

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MISSION OF THE

OFFICE OF RESEARCH AND REPORTS

"The Assistant Director for Research and Reports is charged with conducting intelligence research and producing intelligence reports (excluding scientific intelligence) under approved Agency intelligence production plans."

ELEMENTS OF MISSION

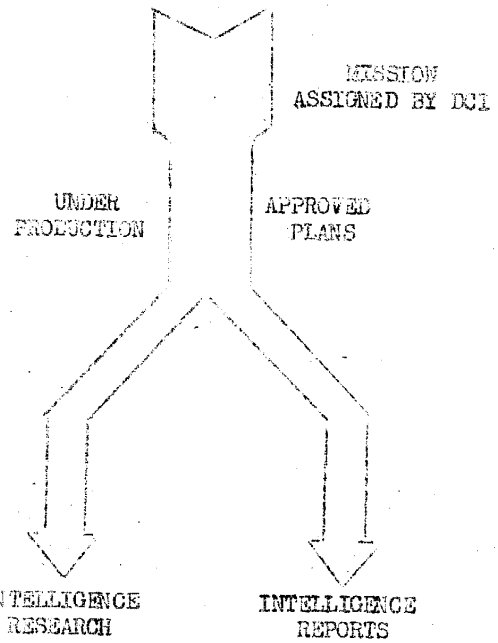

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CHART I

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FUNCTIONS

OFFICE OF RESEARCH AND REPORTS

1. Intelligence Research Program
2. Conduct Intelligence Research and Produce Intelligence Reports in Specified Fields of Common Concern
3. NIS Program
4. Foreign Geographic and Map Intelligence
5. O/RR Requirements for Intelligence Information
6. Evaluation of Reports by Collection Agencies
7. Presentation and Briefing
8. Inter-agency Coordination of Production of Intelligence Reports in Fields of Common Concern
9. Other Related Functions as Directed

Chart #2

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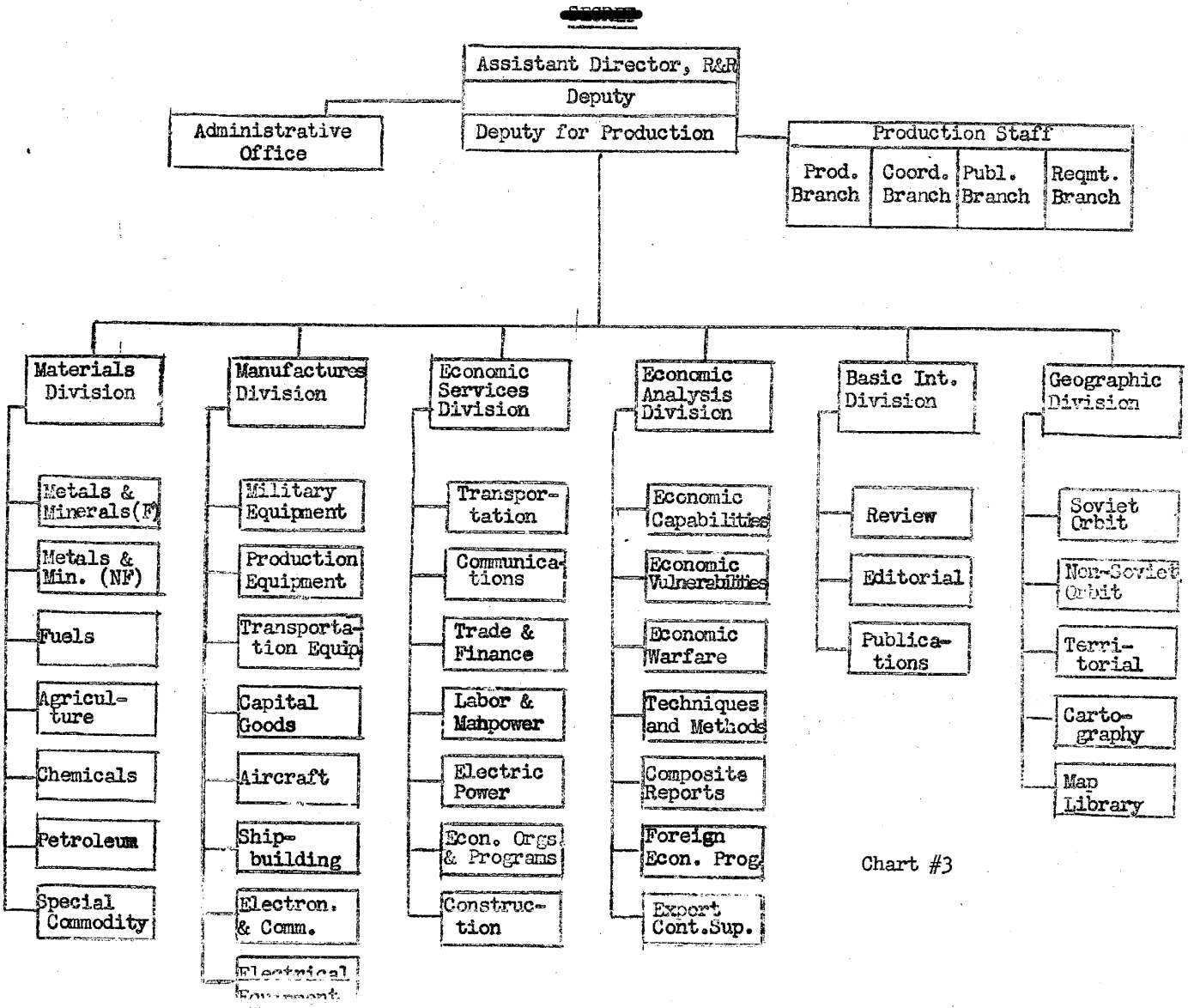

Chart #3

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